

MARICOPA COUNTY BOARD OF SUPERVISORS MINUTE BOOK

**SPECIAL SESSION
March 28, 2005**

The Board of Supervisors of Maricopa County, Arizona convened in Special Session at 9:00 A.M., March 28, 2005, in the Supervisors' Conference Room, 301 W. Jefferson Phoenix, Arizona, with the following members present: Max W. Wilson, Chairman, District 4, Don Stapley, Vice Chairman (entered late), District 2, Andrew Kunasek, District 3; Fulton Brock, District 1 (entered late), and Mary Rose Wilcox, District 5. Also present: Fran McCarroll, Clerk of the Board, Shirley Million, Administrative Coordinator, David Smith, County Manager and Paul Golab, Deputy County Attorney. Votes of the Members will be recorded as follows: aye-nay-absent-abstain.

STRATEGIC PLANNING OVERVIEW

David Smith, County Manager

Mr. Smith said he felt that the time the Board will spend today and tomorrow to determine Strategic Planning for the next four years is about as important as any time spent during their 4-year term of office because of the long-term ramifications..

~ Supervisor Stapley entered the meeting ~

He explained that in February 2001 the Board had set the County's Mission and Vision Statements and the seven Strategic Priorities, all of which have been integrated into the MFR (Managing For Results) Management System. Mr. Smith explained that once the Board sets a strategic direction he uses this to build his performance plan, and all senior staff and chief officers throughout the entire County organization derive their performance plan from his. He added that the priority guideline for the next four year will result from this planning session as members determine the direction they want the County to take while maintaining a very high degree of quality and cost effectiveness.

~ Supervisor Brock entered the meeting ~

He outlined the topics that will be covered during the strategic planning sessions and those who would present each topic. He said that Environmental Scanning is being done by futurists and it is fortunate that there are people in the Community that are doing environmental scans with respect to issues facing the County and the region and introduced Dr. Lattie Coor as one of these futurists. (ADM1601)

SUMMARY OF "VISIONING" REPORTS ON MARICOPA COUNTY - THE PAST 10 YEARS

Dr. Lattie Coor, Center for the Future of Arizona

Dr. Coor referenced his presentation at the Board's March 9th formal board meeting in which the Supervisors endorsed the Vision for Arizona Project, Dr. Coor and the "Do Tank" (Tank) he is involved with to plan improvements for the quality of life for all Arizonans. He said he wanted to give greater detail on what their ideas for these vision elements are. He asked members to expand perceptions and to think expansively in terms of a framework that can enable what your Board is doing to work in conjunction with others in making selected "significant moments" to create the kind of future all would like to see for this region.

He said that a body of 50 reports that had been submitted from entities around the State were found and the "Do Tank" had reviewed them, sifted through the information and "pulled it all together into a one-page Vision Statement." Their first project is to improve the high school dropout rate in Arizona schools. In addressing the quality of life for the region he said that the population explosion for the area makes it necessary to begin planning for the future now. He explained that when he started at ASU in 1990 the

population of the County was just over two million and it is now 3.6 million and according to a projection from MAG (Maricopa Association of Governments) there will be 6.3 million people in the Valley of the Sun by 2030. He said that growth has been a part of Arizona since the first settlers over a century ago and today it needs to be expressed in ways to capture a contemporary identity. He said, "We're living in a State of 5 million people on its way to 10 million, and a metropolitan population of 3.6 million on its way to 6.3 million, and we need to start making some big plans."

The Tank developed a two-prong approach, placing the Division Statement first and secondly would come action to launch a limited number of targeted bold initiatives. He said that members of the Tank had argued the focus of the "vision" for months and finally decided "to simply make it clear that we want Arizona to be one of the best places in the nation to live a rewarding and productive life." He explained they had found that the more than 200 recommendations found in the 50 reports fell naturally into three substantive areas, "opportunities for all" or the human service/human talent equation; "quality of life" and a "knowledge based economy." The list was also found to contain two process variables, one was a public/private leadership model; and the notion of long-term investment of time and effort. Dr. Coor gave a full explanation of the kinds of things that could be included in these projects. He said, "The hardest challenge is probably to improve the quality of life as we grow because too often growth includes such negatives as air quality, congestion or sprawl, etc."

Dr. Coor reported that they were well into the first stage of endorsements and were now in the process of developing the measures and starting conversations with leadership groups and political bodies all over the State. He said that an ad had appeared in every major newspaper in the State listing all who have endorsed this movement to inform the public of what was transpiring.

He spoke on the bold initiatives that will be listed as BHAGS (Big Hairy Audacious Goals) and cited the first moon-shot many years ago ("we're going to the moon, we're going to come back, and we're going to do it by a date specific") as an example of what had truly been "audacious" to that generation. The Tank is looking for ways to find "champions" to help nurture the ideas, and to find ways to measure long-term goals so that progress can be ascertained on projects that may take years to complete. The two BHAGS that are currently being considered as most probably are as follows:

- To move Arizona's public education into the ranks of the top 10 by the year 2020.
- To move metropolitan Phoenix into the top 5 desirable cities by the year 2020.

He cited these two ideas the kind of mega-BHAGS that the Tank wants to generate.

He gave the key recommendations from a recent MAG report; the Morrison Institute on What Matters report (a poll of residents in the metro-Phoenix area); and a more recent Morrison Institute report on all the activities in Metro-Phoenix and their relative importance. Two of the Institute's recommendations were as follows:

- The restoration of the Agua Fria, Salt and Gila Rivers to their original state.
- People living in distributive metropolitan areas, having jobs within a 15-minute drive.

(ADM1601)

"FACTS, FOCUS, AND FUTURE RESULTS" PRESENTATION FROM MAG SEMINAR

David Smith, County Manager

David Smith reported on some of the 14 suggested attainable BHAGS from MAG's January seminar, attended by himself and Mike Ellegood. He said these were in his handout and suggested that Board members might wish to peruse the information more fully.

- Generate a world class education system, kindergarten through high school.
- Track environmental technology to improve air quality and energy performance.
- Nuevo-Americana economy with Mexico to be strengthened and broadened.
- Reuse of effluents and water quality.
- School District consolidation
- By 2015 to be in the bottom half of states experiencing reportable crimes.
- By 2015 to be a utopia in knowledge based economy.
- Restore the natural beauty of Arizona by 2020 as experienced by pioneer families.

Supervisor Brock commented on the importance for all to be open to and encourage new ideas, and the active follow-up in communicating those ideas as the forefront of community growth. He considered some of the newer outstanding communities in America and cited Austin TX and Denver CO as examples of cities who have gone out of their way to "open their checkbook" so they might become "an outstanding, intellectual and technological community." He said they both hired "some of the top brains" to help them attract top-paying jobs and the relocation of several great manufacturing companies who came because of the intellectual capital and the enthusiasm of surrounding communities who lavished their support. He cautioned that there is sacrifice involved with this kind of aggressiveness and the public had to support the vision that leadership presented to them for it to be successful. He thanked Dr. Coor for his leadership and dedication to a new thought process.

Affordable workforce housing that goes beyond the Habitat for Humanity level and into areas for school teachers, policemen and firemen was discussed by Dr. Coor in response to a question from Supervisor Wilcox. He said that locally, the Stardust Center has expanded to learn more about what this kind of affordable workforce housing would be like. He felt this Center would provide some very significant information to look at from which major decisions could be made. He added that affordable housing is an issue all over the State. With regards to undocumented aliens from Mexico, said to total 500,000, with 200,000 coming over the border in the last two years alone, he felt it is imperative to know how many and who they are, and then decision- makers must make some intelligent judgments on how to proceed.

Referencing the population explosion, Chairman Wilson said, "We can't grow six million people on the water supply we have now, so we will have to have additional dams for water if we have this kind of growth." He added that some things outside of Maricopa County will be contributing factors and regional government has to be aware of these. (ADM1601)

REGIONAL LEADERSHIP PROPOSAL

Joy Rich, Regional Development – Assistant County Manager

Context for kinds of successful approaches having to do with collaboration and sharing of ideas and resources, applying the latest technologies. Looking very innovatively at how to do things, discarding old ways and all existing ideas on how a given service is performed to find a better way that avoids problems or gets to sustainability of resources over a long period of time that is different – trails program/human services campus would be good example of collaborative regional approach

Joy Rich said that the Regional Leadership Program would be the infrastructure for taking directives from the Board's strategic priorities and implementing them. The program will help keep these priorities on-line and articulated with the community-partners found to work on each. She indicated that the Program will not try to recreate or duplicate things that other governments are doing but seek to find those areas where no one has assumed a leadership role to find ways for Maricopa County to insert itself. The program can also serve to mitigate regional impacts and identify them.

She said that Maricopa County is becoming a prominent global population and economic center and it is incumbent for the County to capitalize on this and provide some regional leadership. She explained, "We have a very significant economy here and we are embarking on a period of rapid social and economic change and this new economy demands that business and government adapt and change. This will require us to adopt a very different way of looking at how we serve the community." She said that the Board of Supervisors is the only regionally elected government in the Valley and this can help overcome parochial interests. She explained that this Program will look toward community networks based on shared interests, values, trust and sense of obligation. The Board will identify what they want done and staff will implement these decisions.

The important concepts of the program are to identify and support a shared definition of region; provide an alternative to a competitive local environment; emphasize private and public partnerships as well as public-public partnerships; extending expertise, offering a variety of thought or partnering, as the County did with the Homeless Campus in taking an issue and implementing it. She said it would be important to build on past successes, to start small but think big, implement regional stewardship, go from government to guidance and to work cooperatively with others. She said this needs to be a cooperative process and should not be taken to the level of asking for legislation to give the County authority. She added that they would measure their success through the MFR Program. After they receive the Board's list of strategic priorities she will bring back specific ways to implement them. (ADM1601)

Chairman Wilson declared a 15 minute break at 10:18 a.m.

MFR ANNUAL REPORTS OF COMMUNITY INDICATORS AND VALUE DRIVERS

Cindy Goelz, Sr. Management and Budget Analyst

David Smith said that as MFR has evolved the time has come to "gear back" on some areas that have been over reported and to start reporting on an enterprise level both internally within the County and externally using some community indicators. This idea was implemented last fall on a trial basis. It has been decided to seek guidance from community volunteer representatives to learn the citizen's point of view on how community indicators should be structured.

Cindy Goelz discussed and explained the two handouts that covered the Annual Reports of Community Indicators and of Value Drivers and answered questions from Board members to further explain the information. The 2004 Report of Community Indicators began with an Executive Summary and also covered the following: Fiscal Strength; Economic Development; Environment; Health; Public Safety; Transportation; Education & Recreation; Citizen Satisfaction and a Summary of Community Indicators.

The report on Value Drivers for 2004 included Cost; Quality; Timeliness; Customer Satisfaction; Employee Satisfaction; Professional Competency; Safety and a Summary of all Value Drivers. Both reports contained information on County statistics that would help the Supervisors decide on new directions. (ADM1601)

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COUNTY MISSION, VISION, VALUES STATEMENT & STRATEGIC PRIORITIES

David Smith, County Manager
Sandi Wilson, Deputy County Manager
Brian Hushek, Deputy Budget Director
Chris Bradley, Deputy Budget Director
Tom Brandt, Managing for Results Coordinator

David Smith said that in analyzing the MFR results the focus was to find numbers that have meaning, not just numbers that are interesting or anecdotal but numbers that go to the heart of an analysis of a particular situation or problem in the community – the kind of numbers we can use to make intelligent decisions on a go-forward basis.

Brian Hushek gave proposed changes for the various County organizational statements and recommendations from the volunteer citizens' committee for acceptance or rejection of them. Discussion ensued on these deliberations and decisions on whether to keep the statements as they are or to update and/or make any changes in the wording. The recommendation for several was to keep the current wording. However, suggested changes are slanted in two areas of emphasis, Community Service Delivery and Capacity and the Supervisors were asked to give their preference.

Supervisors Wilcox and Stapley added several topics to the list provided by OMB. The Board will review the OMB suggestions along with those submitted by Mr. Stapley and Ms. Wilcox, and be prepared to make a final determination at tomorrow's meeting.

The Chairman called for a break at 12:01 p.m. and called the meeting back to order at 12:28 p.m. Supervisor Wilcox was not present at his call.

Supervisor Brock and Chairman Wilson suggested several other areas of involvement, and noninvolvement, for County participation during the next four years and into the future. (ADM1601)

~ Supervisor Wilcox entered the meeting ~

David Smith said his staff would work to incorporate the Board's suggestions and have them ready for tomorrow's 9:00 a.m. meeting. He asked for a capital planning meeting with the Board during the next 30 days.

MEETING ADJOURNED

There being no further business to come before the Board, the meeting was adjourned.

Max W. Wilson, Chairman of the Board

ATTEST:

Fran McCarroll, Clerk of the Board